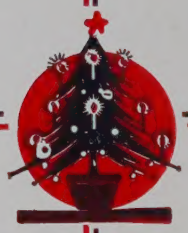
POWER

PLANT MANAGEMENT
AND OPERATION

DECEMBER • 1941



BECAUSE we cannot greet all our customers and friends face to face we are happy that the Holidays offer the opportunity to say "Thank You" and to wish you a Merry Christmas and a Happy New Year.

THE DAY COMPANY
2938 Pillsbury Avenue
Minneapolis, Minnesota
In Canada: The Day Company of Canada, Ltd.

PLANT SUPERVISION

By Mr. Arthur D. Hyde

Director of Manufacture, General Mills, Inc., Minneapolis

Before the Society of Grain Elevator Superintendents

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A serious and important subject, capable Arthur Hyde neatly ties up this weighty bundle with a most attractive bow. Experience has given him a deft approach to this growing problem, and when you conclude opening his parcel of wisdom you'll find pleasure in following his well thought out gift to you.

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IT IS a real pleasure to be here today. Ever since the formation of your organization, I have been anxious to have an opportunity to ask this group a question, so here goes: Tell me, honestly, what in the Hades do our General Mills Grain Elevator Superintendents do with all that good wheat that our grain buyers claim they buy?

Aside from this mysterious hocus-pocus, our grain elevator superintendents carry on an efficient operation, and because every well run plant follows certain fundamental principles of management, I am going to venture to talk here on "Plant Supervision" or "Plant Management."

Broadly speaking, Plant Management deals with employer relations, employee relations, and public relations, and if you spend the time and energy required to conduct these as well as you do your own work, it is a foregone conclusion you will have no time for your marital relations. No doubt that is why you have conventions.

I don't think anyone who has been connected with plant operation or, for that matter, who has read the newspapers in the years since 1934 and 1935 will question the fact that Plant Supervision is a serious and important subject.

We all know that the old type of management that depended upon rule by absolute authority led to many evils and abuses that gave rise to unrest as employees won the right to express their opinions without fear of losing their jobs or their chances for advancement. This created a necessity on the part of industry to develop improvements in methods of plant Supervision. It is a case where necessity was the mother of invention, a case of sink or swim.

Industry can no longer succeed with the rough and ready, hard boiled type of supervision, and today a supervisor's ability as a leader can be measured inversely to the amount of authority he exercises in carrying out his responsibility.

MANAGEMENT MUST ACTIVELY APPROVE

A SUCCESSFUL plan of Plant Supervision must begin with the enthusiastic endorsement of the president of the company and carry on down through the organization to the plant foremen who are in direct contact with the production employees. If at any point along the line, from the president to the foreman, anyone with responsibility and authority fails to realize this fact, the program of proper Plant Supervision cannot be effective.

Fortunately for us, there never was a time when top management was so receptive to Plant Management programs showing real merit. There never was a time when key men or foremen were so willing to admit their weaknesses and so anxious to improve their knowledge of leadership.

The superintendent, being the middleman, so to speak, should lose no time in working out a sound program for the improvement of his Plant Supervision.

The first step, if you have not already taken it, is to formulate a sound plan and then obtain the approval and cooperation of your superiors in making the plan effective.

Top management's contribution to the plan is to establish sound and fair company policies and to make wise selections when placing men in the plant superintendent's position.

Every plant organization, whether large or small, must be built around certain fundamental principles. In large plant operations each element of the organization may be an individual department with one or more individuals carrying on the work. In small organizations one individual may carry on a number of the functions.

PRINCIPLES OF GOOD ORGANIZATION ARE:

BRIEFLY, the principles of good organization are, the full delegation of authority required to discharge each responsibility as assigned. Each member of the organization must know his duties and responsibilities, to whom he reports, and those who report to him.

A plant manual outlining the individual duties and responsibilities and giving an organization chart is helpful in two ways. Its preparation fixes in everyone's mind exactly where they stand and it serves as a handbook for current operation and future development.

The planning of the operation should be divorced from its execution.

We are all familiar with operations where some individual by main strength and awkwardness attempts to accomplish both results at once, etc.

Every well rounded organization maintains a continuing inventory of its personnel. Individual members are placed according to their abilities and qualifications. Men must be technically proficient in their jobs. In addition, each organization must have a number of men who have not reached their ceiling but who can grow toward the more responsible places.

Crooked thinkers should be located and everything possible done to straighten them out.

The organization must be given a sound labor relations program under which to function. If your employees are organized in a union there are certain provisions, such as the monthly meeting of shop stewards, etc., which operate to eliminate 95% of the little grievances which, if permitted to grow, can become major controversies.

With such an organization functioning, top management should be sure that any and all policy changes, concessions, etc., go through the superintendent and his department heads and foremen to the production employees.

FOREMAN REPRESENTS COMPANY TO HIS MEN

FOR example, information about raises in wages, new locker rooms, and holiday bonus checks should be conveyed to the production employees by their immediate foremen. It has often been said, but cannot be too often, that the foreman represents the company to his men. He must require them to perform their work, and he must carry out any disciplinary measures that it is necessary to enforce. Too often in the past the foreman has found himself in a position where he was required to carry out all of the unpleasant orders and when there was something good in the wind, such as a raise in pay, or vacations to be given, top management or the super-

intendent cut around him and gave it to the employees directly.

The plant superintendent should never undercut his foremen by dealing directly with production employees. For instance, if a man gets off from work to go fishing, to go to the ball game, or to his grandmother's funeral, it should be with the permission of his immediate foreman and not the plant superintendent or department head.

Each of the fundamental principles of sound plant supervision is expressed in terms of the organization structure and this is simple or complex depending on the requirements of the operation.

FOREMANSHIP TRAINING MOST IMPORTANT

THERE is one basic principle of good organization that we have not yet touched upon and this is the only one upon which we will elaborate. That is the subject of "Foremanship Training." It is perhaps the most important and certainly the one that is most often neglected. There are several plans of foremanship training, most of which are very good. The type of plan to use to some extent is a matter of opinion but there are a few things that should be considered in the selection of a plan, namely:

1. The availability to high schools or colleges offering extension courses on foremanship training.
2. The talent within the plant supervisory group for instructing and leading group discussions.
3. The number of key men or foremen within the plant.

Four popular plans, one of which should be adaptable to any particular local condition are:

1. High school or college extension courses.

2. A ready-made plan including printed instructions and text material, plus hypothetical case problems, as well as actual case problems taken from one's own plant operations.

3. Same as Plan No. 2, plus the services of an instructor to help set up the system. The instructor usually attends the first two or three meetings and in some cases helps make the selection, from the foremen, of a group leader to lead future classes. Not all companies selling foremanship training plans have instructors available but there are companies who do offer this service.

4. To hire the services of an expert in the field of foremanship training and labor relations to head up a personnel department.

OR SUPERINTENDENTS' SOCIETY MIGHT DO THIS

THE ready-made plan using text material is quite popular with many and is readily adaptable to plants with a supervisory staff numbering anywhere from 6 to 60 provided the plant superintendent possesses a knowledge of the necessary fundamentals and has an aptitude for leading group discussions.

If there is no one within the plant with the knowledge or the time to properly handle the responsibility of getting the training program started, the services of an instructor should be employed. However, a good instructor can usually find in a short period of time within the supervisory staff someone who is good material to act as a conference leader.

Plan No. 1, High School and Extension Courses, can be used with good results if you have available locally high schools or college extension courses on the subject. It is certainly the easiest way out for the plant without a conference leader.

Hiring the services of an expert in the field of foremanship training is popular with companies employing large numbers of men in each individual plant, where the supervisory staff is large enough to justify at least a major portion of one man's time on labor relations and the work of foremanship training.

Regardless of the system used, it is very important to restrict the number of foremen participating in group meetings to not more than 20. It is far better to divide the group into two classes of 11 rather than have 22 men in one group. However, this is a matter which is usually covered in detail by the people from whom foremanship training plans are purchased.

SUPER CAN TRAIN

THERE is still another plan used with very good success in small plants with only two or three foremen. The plan consists of the superintendent making a thorough study of the subject through various available text books and then imparting to his foremen the knowledge he has acquired both from text book study and his practical common sense experience.

The subjects learned by any good complete foremanship training program are:

1. Handling people.
2. Controlling costs.
3. Eliminating waste.
4. Maintaining quality standards.
5. Preventing accidents.
6. Developing cooperative organization relations.
7. Training and instructing.
8. Applying practical job psychology.
9. Improving methods.
10. Steady self-improvement.

The big mistake made in some training plans is to assume that the complete education on plant supervision can be covered in a given number, say 10 or 20, lessons.

The job of training supervisors is never done. The changing of company policies, increasing the number of manufactured products, the changing of processes, constantly changing legislation, both national and state, as well as the changes being made in your labor contracts, furnish ample material to justify continuing foremanship meetings at least once or twice a month. The frequency of the meetings, of course, depends largely upon local conditions surrounding your own operation.

RESULTS JUSTIFY EFFORTS

SUMMARIZING the contents of this paper, the key to successful plant supervision is: First, set up

company policies that will enable the plant supervisors to deal with the employees as the foremen would like to be dealt with if they themselves were doing actual production labor. Second, the superintendent should devote enough time to studying foremanship methods to enable him to accurately analyze the potentialities of his supervisory staff, and, in so doing, determine the necessary measures to improve their ability for leadership. The time required for carrying on such a program is usually more than offset by time saved in dealing with grievances, to say nothing of the improvement in plant operating efficiency.

As a result of our experience trying to develop a sound plan of plant supervision over a period of the past 5 years in our 22 plants throughout the country, we are convinced that the results have fully justified the effort.

While the job is never done, when the fundamentals have been accomplished you will find that you have built a team that is fun to play on and that your organization will tackle their problems with that extra 10% of ability, energy, and earnestness of purpose which money cannot buy.

SK&S PLANT IN EXPLOSION

SPENCER KELLOGG & SONS, INC., experienced an explosion in its plant at Edgewater, N. J., on December 14th. One man was killed in the blast which caused hundreds of New Yorkers to believe an air raid was in progress. Not only were windows shattered over a wide area, but many homes were jarred by the disturbance. An immediate investigation satisfied naval intelligence officers and FBI agents that there was no evidence of sabotage.

Largely taken up with the manufacturer of linseed oil, the source of the explosion was a pile of hydrogen cylinders on the first floor of the separated 3-story structure. Plant Superintendent B. F. Wood attributed the blast of at least 30,000 feet of the volatile gas to a leak and placed the loss at $350,000. One of three huge hydrogen reserve tanks just outside the plant also exploded after two walls were blown out of the building.

ELTHERINGTON PASSES AWAY

GEORGE ROBERT ELTHERINGton, Supeintendent of the Canadian Government Elevator at Lethbridge, Alberta, and a member of the Supers' Society, passed away after a prolonged illness at Victoria, B. C., on November 22nd, according to word from Mr. Ralph Hetherington, Fort William.

SUFFOCATES IN GRAIN TANK

CAUGHT beneath an evalanche of 20,000 bushels of corn, John Quinn, 38, a laborer, was suffocated in a grain storage tank in the Savanna (Ill.) grain terminal last month.

LEON LaVIGNE FALLS, DIES

LEON R. LaVIGNE, 56, Buffalo, Superintendent of the Standard Elevator operated by the Standard Elevator & Grain Division of the Standard Milling Company, fell into a 15-foot concrete pit last month while inspecting the new addition with his manager, Mr. John P. Gerard, Buffalo manager. Mr. LaVigne died 10 days later, on November 22nd.—Edward E. Frauenheim, Jr., Buffalo (N. Y.) Forwarding Corp.

BUFFALO SUPERS BOWL

Superintendents in the Buffalo area held a most successful bowling contest last month.—Edward E. Frauenheim, Jr., Buffalo Forwarding Corp.

SAFETY RULES

ALBERS BROS. MILLING COMPANY

M-A-N-L-I-F-T-S

1. Never ride double.
2. Never carry any large tools on manlift that might catch on the ceiling.
3. Never ride with hand brush in hip pocket.
4. Never use manlift to carry sacked goods up or down. Use the freight elevator.
5. Always face the belt and grasp the handhold.

Your original investment in Defense Savings Bonds, Series E, will increase 33⅓ per cent in 10 years.

Courtesy Chicago Academy of Sciences

A RATTLESNAKE WARNS *BEFORE* IT STRIKES

A DUST EXPLOSION DOESN'T!

. . . it l-a-s-h-e-s out, *UNHERALDED, UNEXPECTED!* And then, one of two things happen: (1) It expands, extends destruction with violent secondary explosions;

(2) Or the blast, which probably originates in the elevator leg, is dispersed and little or no damage results.

Robertson Safety Ventilators, equipped with safety top and operating with gravity action, continuously vent *DANGEROUS* fine Dust from your elevator legs.

SHOULD a primary explosion develop, it is i-m-m-e-d-i-a-t-e-l-y *USHERED out* through the Robertson vent . . . s-t-o-p-p-e-d from s-p-r-e-a-d-i-n-g!

PLAY SAFE with Robertson Safety Ventilators! Write *today* for descriptive literature.

H. H. ROBERTSON CO.

Farmers Bank Bldg. Pittsburgh, Pa.

P-R-E-V-E-N-T-I-V-E M-A-I-N-T-E-N-A-N-C-E

By James G. Hayhoe, Cargill, Inc., Minneapolis

Before The Society of Grain Elevator Superintendents

WHAT is the definition of "Maintenance"?

In checking with Webster, we find "to maintain" is to "hold or keep in any particular state or condition, especially in a state of efficiency; to preserve or continue to supply with what is needed."

We all know from our own experience that no matter whether it be our homes, automobiles, ironing cords, furniture, clothing or what have you, "maintenance" is essential to use and operation. At home, maintenance duties are shared by different members of the family; in our plants, the millwright is usually the one responsible Considering the amount of capital invested, and the fact that all equipment must function when called upon to do so, it follows that all plants must necessarily have a Maintenance Department—no matter whether it be one man or ten. However, this department cannot justify its existence unless it is a successful one.

"IT is just as vital to our organization to know that our plants are ready to operate as it is for the air and steamship lines—whose equipment is subjected to governmental inspections and requirements—to know their equipment is O.K.," veteran James G. Hayhoe contends in citing that the cost of repairs for a breakdown are but a part of the total losses thereof.

VERBALLY taking your plant apart piece by piece, Maintenance Judge Hayhoe painfully demonstrates how painstaking the Maintenance Department MUST be to study weaknesses and take adequate measures well in advance to prevent breakdowns—even from the smallest to the biggest causes.

SUGGESTING that the "preventive" maintenance program of your plant be patterned after the fire, casualty, and boiler insurance inspectors' procedures, Engineer Hayhoe warns that breakdowns and failures cannot be tolerated; that these trying times call for all of our resourcefulness and ingenuity to the end that anything we can do to help build up defenses MUST be done.

A STITCH IN TIME

IN MY OPINION, a successful maintenance department is not only one which does repair work efficiently and handles emergencies quickly, but one that *prevents* emergencies and does its repair work when production will not be interrupted thereby. This work might be called *Preventive Maintenance.*

A considerable decrease in repair costs can be obtained by a successful preventive maintenance program. To get the greatest benefits and returns from such a program, there are certain fundamentals to be considered, namely:

First, the Superintendent, or man in charge of such a program, must acquaint himself with his plant and all the equipment contained therein. He should then see to it that the men responsible for its condition and continued operation are also familiar with the characteristics of the plant and the equipment.

The second provision involves the stury of the weak points in structures and equipment, with specifications as to inspection, check-ups, etc., on the basis of which these weaknesses can be discovered. With such data available the maintenance man, or men, can establish a continuous inspection of all structures and equipment—following very closely the plan used for fire and safety inspections, in which, at frequent intervals danger points will be carefully checked by competent men. When this is done, such structures or equipment can be repaired in most cases before the weakness becomes an emergency—consequently with a great saving in repair costs.

REALLY BIG JOB

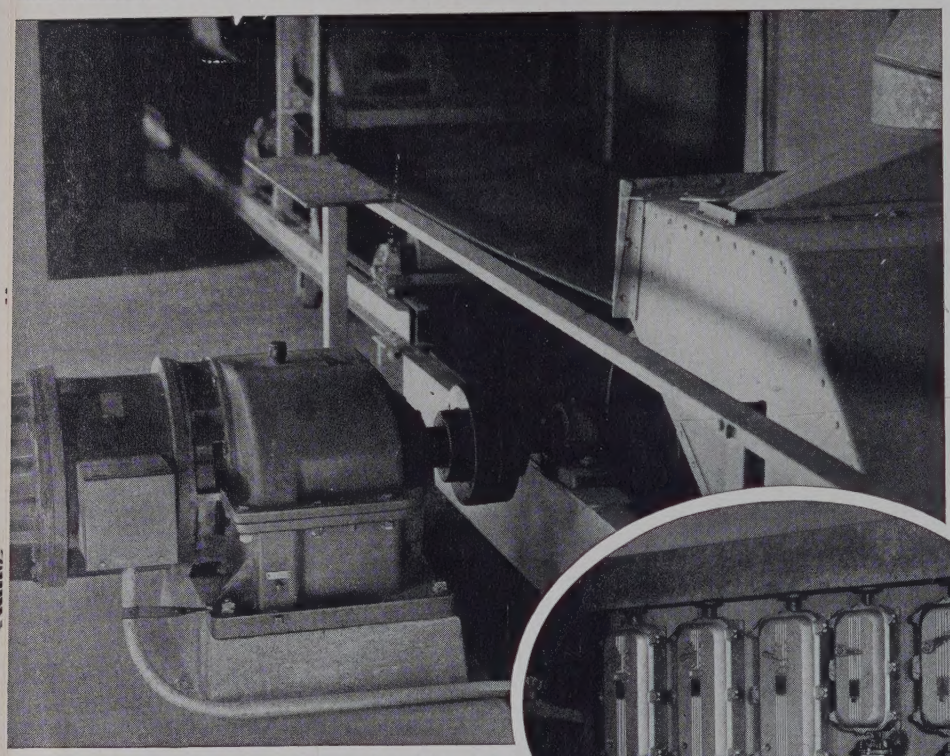
WITH this in mind, look around the ordinary elevator—your elevator if you wish. What do you consider the most important part of your plant? This is a hard question to answer because each part has a definite function, and the failure of any one part might cause a shutdown or at least a curtailment of operation. We have a big job to do—seeing to it that everything that has anything to do with the operation and running of the plant is in good order at ALL times.

Let us just take a run through the elevator and see just what this really means. We will take the receiving operation from cars to bins. The tracks must be in good condition to allow cars to be moved by carpuller or locomotive. The unloading pit and shovel must be working. The workhouse structure and storage bins must be sound and weather tight. Grain moves up the receiving leg through the garner and scales and over one or more conveyors, through the tripper into storage. This is one of the most common and simple operations in the plant, and yet it involves the use of considerable equipment. The carpuller is powered with a motor, which is either direct connected through a coupling, chain, gear reducer, v-belt, rope or friction drive. The receiving leg is a composite of several and diverse parts: head and tail pulleys, belt, buckets, motor and one of several types of drives, motor controls, power wiring, etc. The signal and phone systems also are important.

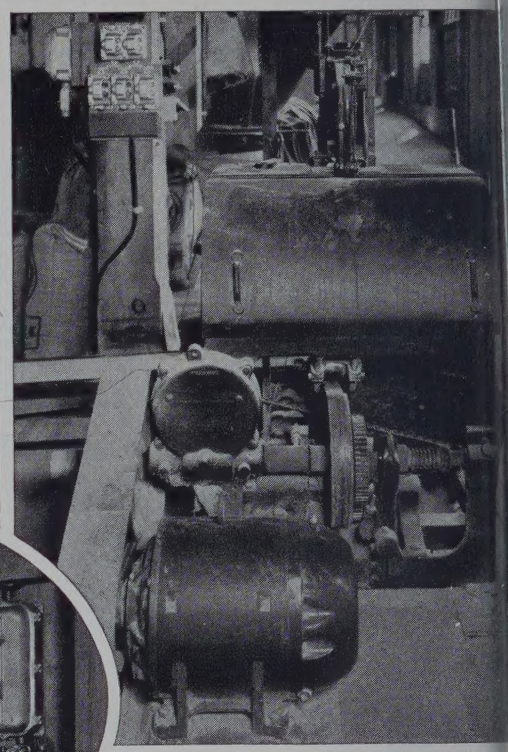
REPAIRS BUT PART OF BREAKDOWN COSTS

LACK of preventive maintenance on any one of these items can cause considerable inconvenience and expense. The cost of repairs necessary to resume operations is a tangible quantity, but this expense does not necessarily represent the total cost of such a failure. On close scrutiny we may find many less tangible but equally important costs, each one of which is a direct result of a lack of preventive maintenance. For example, a shutdown of this kind might prevent our filling a contract with a customer, which in itself is embarrassing and may deprive us of certain revenues necessary for continued operation. It could mean a cancellation of sales in which, had we fulfilled the contract, would have meant profits; but due to our own negligence mean losses.

Maybe such a shutdown occurs, we will say at, at Minneapolis, where we are called upon to work like h—, possibly on overtime, to clean and load grains for a boat or boats at the head of the lakes, say Duluth. The Superintendent there has made up his work schedule accordingly. A breakdown at Minneapolis would burden the Duluth Superintendent with additional cost, but probably more important, the vessels are delayed. From sad expeperience we know that such delays are very costly, besides they require con-



Belt conveyor driven by totally-enclosed fan-cooled gearmotor. Construction of motor meets necessary requirements for installation in hazardous locations, Class II Group G. Note compactness of drive.



Above: Power—with safety—is supplied to this bag-sewing machine by a Westinghouse Type CS explosion-resisting fan-cooled motor.

Left: Combination Linestarters and AB Breakers mounted in dust-tight, cast-iron enclosures, together with oil-immersed push buttons, provide safe motor control station close to driven machinery.

SPEED UP—SAFELY
With These Dependable Drives

For full protection against accidents in dust-laden locations and for long, trouble-free life of your electric drives, install Westinghouse explosion-resisting motors and control—approved by Underwriters' Laboratories, Inc.

Motor windings are protected by the famous Westinghouse Tuffernell insulation. Dual ventilation keeps the windings cool and further assures longer motor life. Ball bearings are self-cleaning. Rugged one-piece frames resist mechanical shocks and strains.

In control equipment the Westinghouse "De-ion" arc quenchers prevent flashing and burning of contacts. Westinghouse bi-metal assures permanently accurate overload protection for both breakers and line-starters.

Whatever your requirements may be, motors and control for main drives, leg and conveyor drives or any of the other many grain handling applications, it will pay you to investigate all the advantages of Westinghouse equipment. For complete details just call our nearest local office.
WESTINGHOUSE ELECTRIC & MFG. COMPANY, EAST PITTSBURGH, PA.

USE THESE WESTINGHOUSE PRODUCTS TO SPEED YOUR PRODUCTION . . . SAFELY

DUST-TIGHT MOTORS AND CONTROL
•
SYNCHRONOUS MOTORS
•
GENERATORS
•
SWITCHGEAR
•
TRANSFORMERS
•
LIGHTING
•
GEARING

Westinghouse

J-94459

TIME-SAVER FOR THE GRAIN INDUSTRY

siderable explanation at the Minneapolis office. Possibly this grain is moving east and is to be exported through some east coast plant. A tramp steamer has been chartered to arrive and load on a certain day; then, due to delay at any intermediate point, the steamer is forced to lay idly by, waiting for grain from Minneapolis. We might be forced to stand direct boat demurrage charges; if not, we are sure to get such expense passed along to us in the way of increased freight rates.

I could go on and on citing many such examples showing how breakdown and failure make themselves felt through an organization, but time will not permit.

NO GOVERNMENT INSPECTION YET

UNLIKE the airlines, steamship lines, etc., our plants and equipment are not yet subjected to governmental inspections and requirements. However, is is just as vital to our organization to know that our plants are ready to operate as it is for the air and steamship lines to know their equipment is O. K. The transportation of human beings is their bread and butter, the handling of grain is ours.

What we do in the way of maintenance is voluntary, and is influenced to a degree by the company's policy in such matters. However, we know that from a Safety standpoint defective machinery and equipment can be a very dangerous hazard. We have in our own files records that conclusively prove this; consequently, we are regulated somewhat by insurance inspectors.

Most of us are familiar with the services offered by the Hartford Boiler & Inspection Bureau which includes inspection and insurance on boilers and other machinery and equipment. Those of you who get their reports will agree that this service is an outstanding example of preventive maintenance. They do not wait until the equipment covered by them breaks down before making repairs—they inspect such equipment at scheduled intervals and make such recommendations as they believe necessary for the uninterrupted operation of such equipment. It is interesting to note that their engineers and inspectors are men who are thoroughly familiar with the equipment they inspect. They know the weak points. Should they not follow the procedure of preventive maintenance, their loss claims would be so high that their rates to the insured would be prohibitive.

These are trying times that call for all our resourcefulness and ingenuity, so anything we can do to help the U. S. A. build up her defenses should be done. Preventive Maintenance will go a long way in this direction.

In conclusion, let's still remember and apply the old time-worn adage—

"A STITCH IN TIME SAVES NINE."

CARLOADINGS CONTINUE GAINING

CARLOADINGS of grain and grain products continue to soar ahead of previous years, indicating sustained activity within the industry on a relatively steady keel. To date loadings for the weeks shown below are:

	1941	1940	1939
Dec. 13 . .	41,533	33,056	35,552
Dec. 6 . .	42,754	35,465	38,310
Nov. 29 . .	40,902	33,689	38,222
Nov. 22 . .	41,022	33,323	35,997

Cumulative loadings since January 1st for the same period show an equally striking movement record, to wit:

	1941	1940	1939
Dec. 13 . .	1,951,610	1,784,677	1,880,922
Dec. 6 . .	1,910,077	1,751,621	1,845,370
Nov. 29 . .	1,867,323	1,716,156	1,807,060
Nov. 22 . .	1,826,421	1,682,467	1,768,838

GRAIN EXPORTS HIGHER

CARS of grain for export unloaded at Atlantic, Gulf and Pacific ports in November totaled 2,920 cars compared with 2,325 cars in the same month last year, according to official reports from the Association of American Railroads.

Support your Government in this national emergency. Build a wall of defense by buying Defense Savings Bonds and Stamps.

1942 TO CONTINUE BUSY

GRAIN shipments will be 26.6% greater in the first quarter of 1942 than they were in 1941, according to the estimates just compiled by the 13 regional Shippers' Advisory Boards. This compares with an anticipated 8.1% increase for all industry combined and tops all other estimates.

Flour, meal and other mill products will increase 6.6% for a total of 203,681 cars, according to these authorities. This compares with grain loadings of 224,815 cars for this first three-months period.

WHEAT GROUND HIGHER

DURING October 44,251,019 bushels of wheat were ground into flour by 1,090 mills. This compares with 43,247,401 bushels during September and 45,319,131 bushels in October, 1940, reports the U. S. Department of Commerce.

CORN GRIND STILL UP

A CORN grind of 8,652,724 bushels during November for products going into domestic use was reported through the Corn Industries Research Foundation on behalf of eleven refiners of starches, syrups, sugars and other products of corn. This compares with a grind of 9,255,941 bushels in the previous month and 5,976,018 bushels in November, 1940.

BIGGEST IN YEARS

1941 Production of corn is placed at 2,672,541,000 bushels, and of wheat, 945,937,000 bushels, by the USDA in its final crop report of the year.

The average yield per acre for all crops was the highest on record and 21% above the 1923-32 pre-drought average.

Corn production estimates indicated the largest production in nine years and 212,000,000 bushels above last year—and this on the smallest corn acreage since 1894 of 86,089,000 acres.

The wheat crop was the largest since 1919, to which is to be added approximately 350,000,000 bushels carryover.

The oat crop was estimated at 1,176,107,000 bushels, slightly below last year but 170,000,000 bushels above the 1930-1939 average.

BIG WHEAT PRODUCTION FORECAST

SOME 630,913,000 bushels of winter wheat is predicted by the USDA in its mid-December report based upon acreage planted and condition Dec. 1st. This considerably exceeds the 10-year average of 569,417,000, and the 1940 crop of 588,802,000 bushels, and compares with this year's crop of 671,293,000.

CCC TO SELL POOLED WHEAT

CCC 1939 and 1940 pooled wheat is to be sold, according to a USDA announcement, at the market price—but not less than 15 cents over the 1941 loan value at point of storage.

OPM ORDERS BAG CURTAILMENT

OPM'S Conservation Order M-47 allocates burlap bags in reduced quantities for grains and grain products. Rapid turnover of used bags is likewise urged.

P-100 SUPERCEDES P-22

A NEW order for obtaining repair maintenance, and operating supplies has been promulgated by the OPM Division of Priorities known as Preference Rating Order P-100. This supercedes the old repair and maintenance order P-22, which has been revoked.

Differences between the two are largely technical, including increased inventories—particularly for plants working overtime. A-10 ratings may not be applied where some other rating to specific uses of a particular material has been assigned by OPM.

Orders must read: "Material for Maintenance, Repair, or Operating Supplies—Rating A-10 under Preference Rating Order P-100, with the terms of which I am familiar."

EXCESSIVE MOISTURE IN N. D.

WE HAVE had a disappointing season here this fall due to excessive moisture and poor conditioned grain, but hope the worst is over now and that we can again settle down to the regular run of work. We must be on the job all the time, however, to avoid spoilage from too much moisture, but have not been bothered so far with bugs. The Federal Inspector tells me that he has handled a few cars from the western part of the state that have been badly infested.—W. J. Porter, Russell-Miller Milling Company, Grand Forks, N. D.

APPRECIATED THOUGHTS

WE wish to take this opportunity of expressing our appreciation of the wonderful work that you are doing in behalf of Grain Superintendents and to wish you everything of the very best.—E. Powell Hamlin, Sales Manager, The Strong-Scott Mfg. Co. Ltd., Winnipeg.

FRANKS ILL

Gibson Franks, past secretary of the Chicago Chapter SOGES, is, at the time of this writing confined in the hospital.

BY THE PRESIDENT OF THE UNITED STATES OF AMERICA

A Proclamation

The Nation is confronted with a rapidly rising accident toll. At the present rate, the total number of deaths from accidents this year will exceed 100,000. Traffic accidents alone caused 34,500 deaths in 1940, and thus far in the present year there has been an increase of seventeen per cent in traffic fatalities.

By taking a huge toll in life and property, accidents definitely hinder our national defense effort. To insure maximum efficiency we must have maximum safety twenty-four hours a day—not only at work, but also on the highway, at home, everywhere.

The troubled times in which we live must not make us callous or indifferent to human suffering. These unusual times require unusual safety efforts.

NOW, THEREFORE, I, FRANKLIN D. ROOSEVELT, President of the United States of America, do hereby call upon the officers and directors of the National Safety Council to mobilize its nation-wide resources in leading a concerted and intensified campaign against accidents, and do call upon every citizen, in public or private capacity, to enlist in this campaign and do his part in preventing wastage of human and material resources of the Nation through accidents.

IN WITNESS WHEREOF I have hereunto set my hand and caused the seal of the United States of America to be affixed.

DONE at the City of Washington this eighteenth day of August in the year of our Lord nineteen hundred and forty-one, and of the Independence of the United States of America the one hundred and sixty-sixth.

Franklin D. Roosevelt

By the President:

Cordell Hull

Secretary of State.

NEW ADDITIONS INEXPENSIVE

A NEW, economical method of constructing a grain storage annex which has almost 100% salvage value "after the war" is now available to everyone needing further room—and who doesn't. All designs are simple and thoroughly engineered structures, and in the past there has never been the slightest difficulty with either the construction, operation or maintenance of these additions.

With arched supporting beams carried in the roof design so that there are no "I" beams interfering with operations on the floor, annexes can be erected with complete protection of the stored grain against spoilage from moisture by dehumidifying the air circulating within the structure and through the grain at surprisingly modest costs.

Wood or steel roof-beams function with equal succes. While it will be a long, long time before the need for additional storage space disappears, nevertheless the flexible design and utility of such annexes guarantees the adaptation thereof to other common uses when the time comes. Not only can such annexes be taken down and re-erected elsewhere for grain storage, but they lend themselves splendidly for other purposes such as recreational, convention halls, expositions, etc., thus protecting the investment against being a total loss in the event the additions are no longer useful for their originally designed purpose.

Buildings of this type are being erected now at a cost of about 5c to 6c cu. ft., and at approximately $2.25 up per sq. ft. of floor space. Equipment for loading and unloading the grain is likewise economical to install and operate. Inspection of the grain stored is unusually simple. Further information is available to readers of "GRAIN" by writing the Arch Roof Construction Company at either the Chicago office at 9 South Clinton, or the New York office at 55 West. 42nd.

DIES FROM FLAX TANK EXPOSURE

TWO men were making a routine inspection of the tops of grain tanks in Minneapolis last month when they came to a covered tank of off-grade flax. There was a faint odor when they removed the cover, and as the tank was filled to within eight feet of the top one of the men let the other down without the usual safety belt.

According to a report at our November monthly meeting, the lowered man inspected the top of the flax and said: "Yes, it's warm"; then reached up to be helped out—and collapsed. The other man summoned help, then went into the tank to help the prostrate man—and was overcome himself.

A third man lowered into the tank by a rope, lifted the two men out. The pullmotor squad, after an inadvertant delay in arriving at the scene, worked on the men until they had them breathing and then rushed them to the hospital, where one of the men recovered, but the other died after having been unconscious for 48 hours.

University scientists made tests of the air in the tank and reported that the death was caused by Prussic Acid; but another group of men sent by the Industrial Commission believed death was caused by a lack of oxygen in the tank. They are now making tests in other plants for oxygen content.—Vincent A. Shea, Van Dusen-Harrington Company, President, Minneapolis Chapter, SOGES.

SNOOPER, the Boiler Room Cat, extends holiday greetings to all his readers and well-wishers.—C. Gibson Franks.

PAUKEN LOSES WIFE

OUR sympathies to Carl J. Pauken, Superintendent of the Rice Grain Company, Toledo, who lost his wife on Dec. 16th after a hard fight to save her life.

ROBERT SCOULAR PRESIDENT

ROBERT M. SCOULAR was elected President of the Omaha Grain Exchange last month, succeeding R. Earl Miller, Updike Grain Corporation. Mr. Scoular is Manager of the Scoular-Bishop Grain Company.

Mr. A. McKinley, Vice-President and General Manager of the Omaha Elevator Company, was elected First Vice-President; W. T. Burns, Burns Grain Company, became Second Vice President, and F. G. Bell, President of Bell-Trimble Grain Company, was re-elected Treasure.

Mr. Frank P. Manchester was selected as Secretary-Manager of the Exchange for his thirty-third term.

TOTALS 63 YEARS

ONLY three veteran members of the Dust Explosions Hazards Committee of the National Fire Proection Association are still active, it developed at that body's December first meeting.

Dr. David J. Price, USDA, Washington, D. C., now General Chairman of the group; G. Frank Butt, John S. Metcalf Company, Chicago contractors, and Eugene Arms, Mill Mutual Fire Prevention Bureau, Chicago, comprise the only ones who have been regular attendants since the first meeting 21 years ago.

Here's a toast to a few more "21 year rounds" for all of them!

CAN YOU BEAT IT?

SCANNING the roles of the Superintendents' Society we find three members of the Anderson clan: E. R. Anderson, Norris Grain Company, Chicago; Guy Anderson, W. S. Nott Company, Minneapolis, and Wayne P. Anderson, also with Norris Grain Company, Kansas City, Mo. None are related.

Three Browns are listed, namely: G. E. Brown, Westinghouse Electric & Mfg. Company, Minneapolis; James L. Brown, Larabee Flour Mills Company, North Kansas City, and Roy E. Browne, Davis-Noland-Merrill Grain Company, Kansas City, Kan.

Two Carters are on the books: Frederick H. N. Carter, Buhler Brothers, Inc., New York, N. Y., and R.J.S. "Nick" Carter of Minneapolis.

C. C. Christensen, Westinghouse Electric & Mfg. Company, Kansas City, Mo., appears just before your honorable President, Paul H. Christensen, General Superintendent, Van Dusen-Harrington Company, Minneapolis.

One of two Father and Son combinations is that of Hollis Graves and Jim Graves, both of the Capitol Elevator Company, Duluth.

The Johnsons top the list to date, with A. C. Johnson, Kansas Elevator Company, Topeka, Kan.; H. F. Johnson, Assistant to the General Man-

ager, Galveston Wharf Company, Galveston, Tex.; Russell M. Johnson, Farmers Union Terminal Association, Superior, Wis., and Peter E. Johnson, Van Dusen - Harrington Company, Minneapolis.

But Elmer A. Jones, Indiana Grain Co-operative, Inc., Indianapolis, does not know George R. Jones, Industrial Electric Company, Minneapolis.

E. J. Martin is Manager of the Norfolk (Va.) Elevator Company, and Milton M. Martin is Superintendent of Vitality Mills, Inc., Chicago.

Harry T. McKay, Westinghouse Electric & Mfg. Company, Chicago, has never met Murdock McKay, United Grain Growers Terminals, Ltd., Fort William, but he says he'd like to.

Arthur J. J. Meyer, McCabe Brothers Grain Company, Ltd., Fort William, attends conventions with Grover C. Meyer, Kansas City (Mo.) Power & Light Company.

Three brothers of the Myers family are all members in the SOGES, namely, Arnold Myers, Chicago; Walter Myers, Schneider, Ind., and Fred Myers, Indianapolis. Arnold and Walter work for the Stratton Grain Company, whereas Fred is Super for the Cleveland Grain Company.

The Olsons sort of fell down with only three on the books. They are: Oscar W. Olsen, Peavey Duluth Terminal, Duluth; Claude R. Olson, Flour City Brush Company, Minneapolis, and Harry B. Olson, Chicago.

The Peterson family is doing all right with Charles F. Peterson, Simonds-Shields-Theis Grain Company, Kansas City; Frank A. Peterson, a brother, Norris Grain Company, Baltimore, and Herman Peterson, Van Dusen-Harrington Company, Minneapolis.

The two Wisconsin Prinz representatives are Emil Prinz, Prinz & Rau Mfg. Company, Milwaukee, and Rudolph B. Prinz, Rahr Malting Company, Manitowoc.

The second Father and Son combination is that of Henry Richardson, Richardson Scale Company, Clifton, N. J., and his son Ingram of the same company, Chicago.

Society Adds New Leaders

FIFTY-THREE outstanding members of the Superintendents' Society aligned themselves with this worth-while and progressive association during the past fiscal year, according to President - Elect Paul H. Christensen, Van Dusen-Harrington Company, Minneapolis, much to the credit of retiring President Percy C. Poulton and himself.

Up until the time of the recent Twin City convention the race was quite "warm" and it continued to get hotter even during the "sober-sides" confab. Most interesting was the competition between various Chapter units, resulting in a closer fight than ever—particularly between Minneapolis and Chicago Chapters. They've pulled right away from the Kansas City crowd—the three of them were pretty well tied for leadership in members for some time—and when the books were officially closed on the race Chicago came through having 53 outstanding members and Minneapolis 49. The latter recent convention hosts, however, know they're going to walk right away from those Chicago snails and stay away up out of reach like they used to be—and within a very short time.

Of this total of fifty-three, thirty-two new widely reputed members joined during the year and twenty-one reinstated their memberships. This compares with sixty-seven the preceeding year. These proud gentlemen include:

452 Robert R. Bredt, Fruen Milling Co., Minneapolis;
453 James H. McConnell, Cereal Engineering Co., Minneapolis;
454 William A. Thomson, Jr., President, Thomson Grain Elevator Co., Louisville;
455 Cornelius H. Halsted, Washburn-Crosby Co., Buffalo;
456 N. E. Heels, Manager, Great Lakes Elevator Co., Ltd., Owen Sound, Ont.;
457 W. H. Cowan, Plant Manager, Maple Leaf Milling Co., Port Colburne, Ont.;
458 John H. Lyle, Ralston-Purina Co., Buffalo;
459 Herbert R. Kampert, Jr., Swift & Co., Champaign, Ill.;
460 John Goetzinger, Rosenbaum Brothers, Omaha;
461 Guy Anderson, W. S. Nott Company, Minneapolis.
462 John Murison, Goderich Elevator & Transit Co., Goderich, Ont.;
463 A. C. Renner, Norris Grain Co., Kansas City;
464 Tom Opie, Opie Brush Co., Kansas City;
465 F. H. N. Carter, Buhler Brothers, New York City;
466 John Long, Columbia Malting Company, Chicago;
467 Walter Myers, Stratton Grain Company, Schneider, Ind.;
468 Ray Finley, Grange League Federation, Buffalo;
469 T. L. Musser, Western Stevedoring Company, Erie, Pa.;
470 Robert W. De Bolt, F. H. Ayer Mfg. Co., Chicago Heights, Ill.;
471 F. A. Jost, Jr., Gestenberg & Company, Chicago;
472 A. P. Jurgens, A. P. Jurgens Co., Minneapolis, and
473 Oscar Regnier, Assistant Superitendent, Continental Grain Company, Chicago.
474 Elmer A. Jones, Indiana Grain Co-operative, Indianapolis;
475 William Hales, Northwestern Malt & Grain Company, Chicago;
476 M. M. Darling, Gold Proof Milling Company (Zorn Grain Company), Louisville;
477 Oral B. Duncan, Salina Terminal Elevator Company, Kansas City;
478 Wayne P. Anderson, Norris Grain Company, Kansas City;
479 Edwin K. Dillman, Leval & Company, Minneapolis;
480 Clifford MacIver, Archer-Daniels-Midland Company, Minneapolis;
481 Bernard Friel, Electric Steel Elevator Company, Waseca, Minn.;
482 James Graves, Capitol Elevator Company, Duluth, and
483 Henry Foth, Abilene Flour Mills Company, Abilene, Kansas.

CHANGE CONVENTION DATES

THE Society of Grain Elevator Superintendents will move its annual convention dates forward one week, according to an announcement by President Paul H. Christensen, Van Dusen-Harrington Company, Minneapolis, to avoid any conflict with Easter. The new dates are April 9-10-11, whereas the previously selected dates fell just before April 5th, when everyone would wish to be at home.

President Christensen also announces that the Omaha-Council Bluffs Chapter has selected the Paxton Hotel as headquarters for this thirteenth annual conference.

Interest will be particularly intense this year in the splendid program to be offered due to the war situation and all of the complications such conflicts invariably bring. Attendance usually runs from 175 to 250 and the Supers have established an enviable reputation among management circles for the "hard-working" conventions they conduct each year.

SOME DIFFERENCE

Willie—Daddy, what's a traitor?

Politician—A traitor is a man who leaves our party and goes over to the other side.

Willie—Then what's a man who leaves his party and comes over to your side?

Politician—A convert, my boy!

All Units in Contest

ALL of the Minneapolis plants of the Van Dusen Harrington Company, eight in number, have entered the Superintendents' Society Safety Contest, according to Contest Secretary M. M. Noxon of the Ralston-Purina Company, Minneapolis. The Duluth, Superior, and Omaha units are expected to come in shortly, according to reports.

Walter Teppen, Superintendent of the Occident Terminal Division of Russell-Miller Milling Company, Duluth, was first to get his $5 entrance fee on the line. Several score of entrees are anticipated this year following a brilliant wind-up of last year's contest at the recent Minneapolis convention, reports Chairman Oscar W. Olsen, of the Peavey Duluth Terminal Elevator.

STANLEY SUCCEEDS RICE

Ward Stanley succeeds W. J. Rice as Superintendent of the Wyandotte Elevator of the Standard Milling Company, Kansas City, Kansas. Mr. Stanley was Assistant Superintendent at the Company's Missouri Pacific Elevator "B," according to Peyton A. "Jimmy" Kier, Assistant Manager.

George D. Duncan, who has been the grain mixer since the firm took over the house last July, becomes Assistant Superintendent.

These two, and Harold Hantz are all going to join the Society soon, SOGES Director Kier reports.

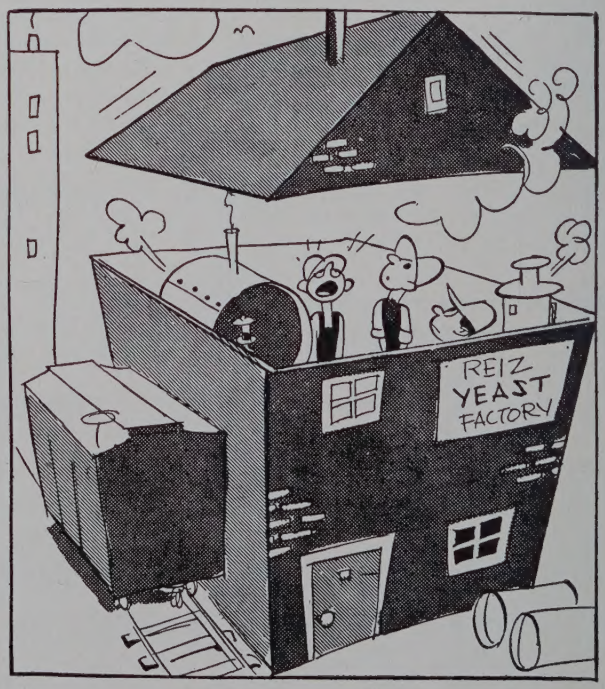
HOLD GOOD GET-TOGETHER

OUR regular monthly meeting was held on November 25th at Freddie's Cafe, with 30 present. There has been much discussion as to just what kind of programs the members wanted, and at this meeting everyone let down his hair and voiced his opinions on his likes and dislikes.

It seems to be the consensus of opinion that the membership as a whole want to take up matters germane to grain storage and processing plants and to try to have authorities on different subjects at each meeting. It was also decided to have a "Question Box," all questions to be answered in their order and discussed.

At our October meeting we had a Mr. Harvey of the American Railroad Association, who spoke authoritatively and entertainingly on the matter of expediting shipments.

As to our membership campaign, when it is concluded every potential member in the city will have been contacted. It is planned to have each Associate member sponsor one or two of these prospects at our annual Ladies' Night party on January 31st. I think if we can get them there we can give them a sight that will "click."—Vincent A. Shea, Van Dusen Harrington Company, President, Minneapolis Chapter, Society of Grain Elevator Superintendents.



Courtesy Chicago Daily News

"Something's got to be done about this—now with winter coming on!"

LADIES NIGHT AT K. C.

LADIES' Night at the Kansas City Chapter of the Supers' Society was a highly successful affair, according to President William E. Deegan, Continental Grain Company. "Magician Caldwell had everone on the edge of his or her chair trying to see how the two $1 bills got into the inside of the lemon, etc. The Windsor Room at the Phillips Hotel likewise served as an ideal spot for the brilliant performance of the twenty dancing school students.

"Dr. John Lake, educator and humorist, addressed our October meeting, which proved to be much too short.

"Our Chapter meets every third Tuesday of the month, usually at the Green Parrott Inn, 50th and State Line," reports President Deegan.

BOUQUETS FOR MR. POW

ARE there any additional copies of the October issue of "Grain" available, or will any reprints be made of the article on "Belting" by Mr. R. B. Pow?

We would like to have additional copies.—J. H. McConnell, Cereal Engineering & Construction Company, Minneapolis.

NEW BOOKLET FOR GRAIN INDUSTRY

A NEW 28-page booklet describing motors and controls for the grain industry is announced by Westinghouse Electric & Manufacturing Company. Electrical equipment used in all handling and processing from the country elevator to the finished product are discussed, including the cereal, soybean processing and malting plants.

Useful information on drives for elevators and flour mills is given with special emphasis on application requirements. Controls and auxiliary equipment for hazardous locations are discussed.

A thumbnail description of motors, controls, and circuit protection facilitates the selection af these items.

Timely hints on preventive maintenance and useful data for the maintenance man are listed in the back pages of the booklet. These supplement information appearing regularly in the Westinghouse Maintenance News.

Copies of grain industry booklet A-2252 may be secured by readers of GRAIN from department 7-N-20, Westinghouse Electric and Manufacturing Company, East Pittsburgh, Pennsylvania.

ARE YOUR TANKS COATED?

WATER freezes at 32 degrees Fahrenheit; when it freezes, it expands by approximately one-eleventh of its volume; in expanding it exerts terrific pressure, sufficient to split off the face of the mountainsides.

What chance have your cracked tanks?

HAPPY BIRTHDAY

December 5th—William H. Williams, Supervisor, Malt Elevator Shipping, Froedtert Grain & Malting Company, Milwaukee.

December 15th—Ralph R. Hetherington, Canadian Government Elevators, Fort William.

December 23rd—Henry Foth, Abilene, (Kan.) Flour Mills Company.

December 27th—Herbert C. Brand, Quaker Oats Company, Cedar Rapids.

MINNEAPOLIS LEADING

FOR some time there was little interest in the Superintendents' Safety Contest from the Twin-Cities. Kansas City, Chicago, Fort William-Port Arthur outstripped them in entries for several years.

"Now it's a different story! The Minneapolis Chapter has more entries in the SOGES Safety contest," reports Contest Secretary M. M. Noxon, Ralston-Purina Company, "than any two Chapters combined, or all others outside of Chapters—where sixty per cent of the society's membership are engaged."

SAFETY CONTEST ENTRIES POURING IN

WHEN visiting Mr. Noxon's office the other day, I was agreeably surprised to find that we have so many figures in from those entering the Society's Annual Safety Contest, and that several more have entered but have not sent in their figures yet. January 1st is to be the closing date for this year's contest.—Clarence W. Turning, Contest Director.

FBI SPEAKER AT CHICAGO

"SABOTAGE In Industry" is to be the main subject of discussion before the January 13th meeting of the Society of Grain Elevator Superintendents' Chicago Chapter, according to Louis Ambler, Jr., Superintendent of the Glidden Company, and President of the Chicago Unit.

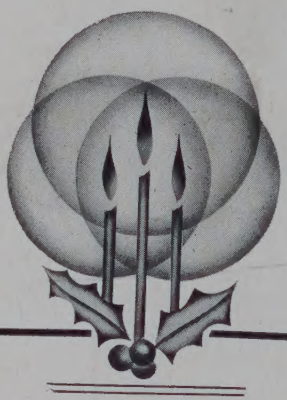
"Many queer things have been happening in all industries and it behooves everyone to become increasingly on the alert," he says, in particularly urging everyone in the grain handling and processing industry to attend this important session.

"We of the Glidden Company intend to have our key foremen attend this affair, and many of the officers and members of the Chapter who have heard about this meeting have advised us that they are going to do likewise. It might be a particularly spendid meeting for the managers to attend," he suggests, "inasmuch as it is to be held in the Board of Trade Grill."

"Our February meeting is to be held on Valentine's Day, February 14th, and is to be a combination of our Associates' and Ladies' Night, with entertainment, door prizes, etc. We anticipate an attendance of around one hundred," President Ambler predicts.

SOGES CONVENTIONS TOPS

I HAVE attended a lot of conventions, but honestly never met a better gang than the one attending the Society's convention in Minneapolis last June. I feel this is one outfit I really want to belong to, so here goes, volunteers Mr. W. J. Porter, Superintendent of the Russell-Miller Milling Company, Grand Forks, N. D.



Peace on Earth

Good Will Toward Men

THE WEEVIL-CIDE COMPANY

MAKERS OF WEEVIL-CIDE—"THE DEPENDABLE GRAIN FUMIGANT"

1406 WEST 9th STREET

KANSAS CITY, MISSOURI